



Innovation & Entrepreneuriat 2 M1

2024/2025

Team report / Notebook

Group Name

Students Names

The 2024 Challenge

« You are a business developer for one of the 9 enterprises (see next slides). Your boss asks you to design a new product/service that is both innovative and sustainable »

You have five days to invent, define, test, and pitch an a sustainable innovation product (or service)

Be careful, innovation is neither science-fiction nor rocket science! Your mission is to develop an idea that is both novel, feasible, useful and sustainable.





1. Alpina Savoie (food) : wants to support a regenerative agriculture, to promote food sovereignty, and to diffuse plant-based diet.



2. La compagnie des Alpes (Leisure, Travel & Tourism industry) : wants to be carbon neutral by 2030 and regenerate biodiversity in all our locations.



3. Arva Equipment mountain (rescue equipment): how to diversify in meaningful offers, which are consistent with our purpose (raison d'être)



4. King jouet (Toys) : how to reduce the dependence to the purchase of Asian toys without increasing our price?



5. Michel Monin Bois (outdoor furniture made from larch and other untreated woods): how to enlarge our market while remaining local to reduce to keep the carbon emissions of our logistics low.



6. Chartreuse (Liquor) : wants to diversify in new domestic markets to limit the revenues from export



7. Millet Mountain Group (textile , Apparel, Backpacks, Gear): need to catch up some competitors which started to invest heavily in sustainable sport gear. How to innovate and to do something different?



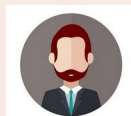
8. Chamrousse ski resort : how to encourage travellers without cars, how to diversify in a real 4-season company? Which activity to promote in winter without snow? What to do with all the cold beds that represents 80% of all the dwellings in the resort?



9. Poma cable (lift manufacturer) : how to diversify in a future without snow?

DAY 1

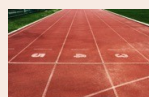
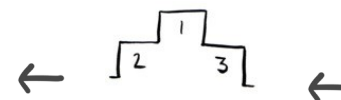
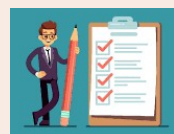
SYLLABUS

Company
deep
diveSustainability
Challenges &
trends

Persona

Problem
FindingGenerating
IdeasPitch
Practice
& Feedback**DAY 2**Generative
AI

User Journey

Benchma
rkIdea Sketch
&
prototypeIdea Selection &
Round Robin Peer
FeedbackInnovation
Guest
Speaker**DAY 3**Sustainability
Assessment

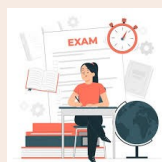
Concept Testing

Revise &
Pivot

Final Idea Pitch



Video Clip

DAY 4Business
Model
CanvasMarket
Size
Estimatio
nOnline
Promotio
n**DAY 5****Morning:** Exam,
ChallengeMe & Prep**Afternoon:** Selling
Your Innovation

DAY 1

1- Company deep dive

1 - Research the Company Background:

- Gather key facts about the company's history, mission, and vision. Use official sources like the company website, annual reports, and press releases.
- Summarize the company's **core values** and **long-term goals**. How do they position themselves in the market? What differentiates them from competitors?

2 - Understand the Target Audience:

- Research the company's primary **customers**. What are their demographics (age, gender, location)? What **problems** or **needs** does the company's product or service solve for them?
- Use available resources like company reports or industry publications to understand customer pain points. Note key customer preferences, buying behaviors, and any feedback data (e.g., reviews or testimonials).

3 - Identify Current Products & Services:

- Make a list of the **current product or service offerings** of the company. Understand their key features and benefits.
- How are these products/services positioned in the market (luxury, affordable, sustainable, etc.)?
- Find recent **innovations** the company has launched. What does this tell you about their innovation strategy and capacity?

2- Sustainability Challenges & Trends

1 - Research Global & Industry-Specific Sustainability Trends:

- Research **global sustainability trends** (e.g., climate change, circular economy, sustainable development goals, carbon neutrality).

Focus on the specific **sustainability challenges and opportunities** in the industry relevant to the company. Look for industry reports, UN Sustainable Development Goals (SDGs), market reports (e.g., McKinsey, BCG), government initiatives.

2 - Identify the Company's Sustainability Efforts:

- Investigate how the company is **currently addressing sustainability**. This could include their environmental policies, social responsibility initiatives, carbon reduction goals, or ethical sourcing practices.

- Review any **sustainability reports** or initiatives the company has launched

- Reflect on the **gaps** in their current efforts. Are there areas where the company can improve its sustainability practices?

3 - Examine Competitor Sustainability Efforts:

- Look at what **key competitors** are doing in terms of sustainability. How are they addressing similar challenges? What innovations or trends are they adopting (e.g., reducing carbon footprint, sustainable packaging, responsible labor practices)?

- Compare the company's efforts with competitors to identify potential areas for differentiation and innovation.

3- Persona

Each team member is responsible for developing one persona.
Each persona should incorporate the following components:

- **Demographics:**

- Include specific details such as **age, gender, occupation, education level, and lifestyle**.
- Think about how these factors influence their needs and preferences when interacting with your product/service.

- **Behavior & Habits:**

- Describe how frequently they engage with the company, their **level of expertise, special needs** and **key motivations**

- **Challenges & Pain Points:**

- Identify specific **challenges** they face.
- Are there any frustrations, limitations, or unmet needs ?

- **Sustainability-Related Issues:**

- Consider how **sustainability** affects their choices and interactions with the company
- Are they concerned about the environmental, social, or economic impacts of their decisions?
- Think about how **sustainable practices**

4- Pain Storming

1. **Brainstorm** specific problems for each of your personas
 - identify specific **pain points or challenges** they experience
 - Think about both **functional** (e.g., usability, performance) and **emotional** (e.g., frustration, uncertainty) pain points
2. **Reframe each problem** in multiple ways to broaden your perspective on potential solutions.
 - Ask open-ended questions instead of closed ones
 - Consider both immediate, quick-fix problems and deeper, long-term challenges.
 - Identify both straightforward issues and more nuanced, multi-layered problems

5- Problem Definition

1. Review All Problems:

- As a team, review the **pain points** identified for your personas.
- Discuss which problems resonate most with your team and have the potential to lead to impactful solutions.

2. Choose One Problem:

- Select a single problem that you believe is both important to your personas and solvable within the constraints of your challenge. Make sure that the problem aligns with the **sustainability goals**

3. Craft Your Problem Statement:

- Turn the selected pain point into a **clear, actionable problem statement**. A good problem statement should be:
 - **Human-Centered**: The problem should directly reflect your personas' pain points or needs.
 - **Broad Enough for Creative Freedom**: Ensure the problem allows for a wide range of potential solutions.
 - **Narrow Enough to Be Manageable**: The problem should be specific enough to be solvable within the scope of your project.

4. Check Constraints:

- Verify that your problem statement respects all **challenge constraints**:
 - Does it focus on a **real user need**?
 - Does it consider **sustainability** and **business viability**?

6- Hard Fact

1 - Identify Two Hard Facts:

- Each team must find **two reliable and verifiable facts** related to the problem you have defined.

A **hard fact** is a concrete piece of data or statistic that is widely recognized and can be traced to a credible source (e.g., World Health Organization, United Nations, scientific publications). It provides a solid foundation for why this problem is worth solving.

- Your hard facts should directly connect to your problem statement and provide important context or urgency.

Make sure your facts come from **trustworthy sources**. **Cite your sources**

- **Explain the Significance of each fact and connect to Your Problem Statement:**

7- Brainwriting

Brainstorm and generate as many ideas as you can to solve the problem.

The process:

1. Each person writes down his/her ideas in response to the problem during 7 minutes
2. When finished, they pass their paper to the next person who then reviews the ideas and adds to them (5 minutes)
3. Once the papers have made a full round, the team shares all the ideas
4. List all your ideas: provide a short title and one sentence max.
You should be able to generate around 20 ideas minimum.

8-

Select your 2 Best Ideas

Select and define your two best ideas.

- Describe your evaluation criteria and explain how you made your choices. For instance, you can show your idea selection matrix (screening or scoring).
- Important criteria :
 - Novelty
 - Usefulness
 - Feasibility
 - Sustainability
 - Fit with your company

9- Pitch Practice & Feedback

1 - Pitch Your Two Best Ideas:

- **Prepare a concise, clear presentation** (3-5 minutes) for each of your two best ideas.
- Explain the **core concept**, the **problem it addresses**, and why you believe it is both **innovative** and **feasible**.
- Highlight how the ideas align with the challenge's **sustainability** goals and **user needs**.

2 - Gather Feedback:

- After each pitch, **listen carefully to the feedback** provided by your classmates and instructor.
- Pay attention to both **strengths** and **areas for improvement** highlighted in the feedback.
- Ask clarifying questions if needed, to ensure you fully understand the feedback given.

3 - Record and Summarize Feedback:

- **Describe the feedback in your own words**, summarizing the key points or suggestions you received for each idea.
- Identify recurring themes or suggestions across all ideas.

Capture Wooclap Evaluation:

- After the pitch, **take a screenshot of** the evaluation into your report as evidence of the feedback received.



DAY 2

10- Describe your best idea

1. Describe Your Best Idea:

1. What Problem Does It Solve?

- Briefly explain the problem your idea addresses.

2. Who Experiences This Problem?

- Identify the target users or group affected by the problem.

3. How Will You Solve It?

- Describe in one sentence how your idea solves the problem.

4. Why Is It a Good Solution?

- Highlight why your solution is effective or innovative in just a few words.

2. Pitch Your Concept:

1. Prepare a **1-minute pitch** based on your idea description.
2. **Pitch your concept** to another student.
3. Each student will **rotate in a round-robin format**, presenting their concept to different classmates.
4. As you pitch your concept, collect **feedback** on your idea.

3. Document Feedback:

1. After each round, write down **key feedback points** from each peer.
2. Reflect on this feedback to determine **potential improvements** for your idea.

11- Product Sketch

Hand in a one-page description and sketch of your selected idea.

- You can also use some bullet points/legends to accompany your sketches.
- For each sketch, note which of the important customer needs it addresses and which it does not.

12- Identify your Competitors

1. Identify Three Nearest Competitors:

- Research and select **three existing solutions** that are similar to your idea.
- Provide a **brief description** of each competitor's product or service.
- Include information about their **pricing** if available.

2. Compare Advantages & Drawbacks:

1. Your Solution:

- List the main **advantages** of your idea (e.g., innovative features, cost, ease of use).
- Identify any potential **drawbacks** of your solution (e.g., challenges in implementation, scalability).

2. Competitors' Solutions:

- For each competitor, list their **main advantages** (e.g., market presence, customer loyalty, technical features).
- Highlight their **drawbacks** (e.g., price, limited features, environmental impact).

3. Improve Your Solution:

- Based on your competitor analysis, brainstorm **ways to improve** your solution.
- Think about how to leverage your **advantages** and address any **weaknesses** or **gaps** that your competitors haven't solved.

13- Generative AI

1. Use Generative AI:

1. Leverage **GPT (ChatGPT)** for ideas, brainstorming, or problem-solving related to your concept.
2. Use **DALL-E** to generate visual representations, product sketches, or design ideas.

2. Explain Your Prompts:

1. Describe the **prompts** you used for both GPT and DALL-E. For example:
 1. For GPT: "Generate 3 ways to make my sustainable packaging more user-friendly."
 2. For DALL-E: "Create an image of eco-friendly packaging made from bamboo."

3. Summarize the Results:

1. Briefly explain how the AI **helped improve** your concept.
2. Did GPT suggest new ideas or solve specific challenges?
3. How did the visuals from DALL-E inspire or refine your design?

4. Incorporate Insights:

1. Based on the AI-generated content, make **adjustments** to your idea or **add new features**.
2. Include any visuals from DALL-E that you find particularly useful.

14- User Journey

Create a two-pages comic strip.

1. Create Personas:

- Introduce your **target customers/users** in the comic strip. These should represent the personas you've developed earlier.

2. Show the User Problem:

- Depict the **main problem** your user faces. Use dialogue or situations to show their frustrations or pain points related to the issue.

3. Show How Your Idea Solves the Problem:

- Illustrate **how your product/service solves the problem**.

4. Show How Your Idea Will Be Used:

- Present a short scenario where the user **interacts** with your solution. This could include the moment they first encounter your product, how they use it, and the positive outcome it brings.
- Ensure the benefits of the solution are visually clear.

Suggested Tools: Use **storyboard templates** or comic strip creators like **Pixton**, **Canva**, or **Storyboard That** to help create the comic.

DAY 3

15- Sustainability Assessment

Evaluate the environmental, social, and economic impacts of your product or service idea, ensuring it aligns with sustainable development principles.

1. Assess your idea across four key sustainability dimensions:

- **Environmental Impact:** Analyze how your product/service affects natural resources, energy consumption, and waste generation throughout its lifecycle.
- **Social Impact:** Evaluate how your innovation influences communities, labor conditions, customer well-being, and social equity.
- **Economic Sustainability:** Examine the financial viability and long-term profitability of your idea, including potential risks and scalability.
- **Circular Economy:** Explore strategies for reusing, recycling, and minimizing waste, ensuring your idea maintains value without depleting resources.

2. Use the feedback to iterate on your product/service, making necessary adjustments based on sustainability insights.

16.1- Your Method of Concept Testing - Hypothesis (1/3)

Interview people to test your idea

- At least 12 interviews
- Qualitative interview (no quantitative survey)
- Use your comic strip or/and hand sketch to present your idea.
- Don't try to sell your idea, listen your customers.
- Interview people outside GEM
- Don't interview GEM Students

Describe here what you'd like to test/validate with the interviews.

16.2- Your Method of Concept Testing - Interview Questions (2/3)

Integrate here the questions you asked to the interviewees.

16.3- Your Method of Concept Testing - Main Results (3/3)

Summarize the core findings of your interviews:

what FEEDBACK did you get from the potential customers about your solution?

- what did they like?
- what did not they like?
- What are suggestions of improvements? what did they propose as new features?
- Which hypothesis are validated? not supported?

17-

Revise & Pivot

Objective: Clearly present how your idea has evolved, highlighting the changes and improvements you made after receiving feedback and completing your assessments.

1. Insert Your Initial Version:

1. Start by **describing the original version** of your idea. This can include a summary, sketches, or any relevant materials from your earlier activities (e.g., the initial problem statement, solution, or concept sketch).

2. Describe Changes Made:

1. Provide a **step-by-step description** of each iteration or change you've made to improve the idea. Include:
 1. **Why** the change was necessary (e.g., based on feedback, sustainability assessment, or a pivot).
 2. **How** you implemented the change (e.g., refining the concept, improving sustainability, addressing new user needs).

3. Show Updated Version:

1. Present your **updated version** of the idea. This could be through a revised concept sketch, detailed explanation, or updated user journey.
2. Highlight the **key improvements** and how they solve the problems or enhance the product/service.

4. Visualize the Iteration Process:

1. Use a simple **before-and-after comparison** or a **timeline** that shows the evolution of your idea, making the changes clear and easy to understand.

18- Present your best ideas with a video

Objective: Create a concise and compelling video pitch that effectively communicates your solution, its benefits, and how it addresses user needs.

Instructions:

1. Create a 1-Minute Video Pitch:

- Your pitch should be clear, engaging, and straight to the point. You have **1 minute** to convey your idea.

2. Key Elements to Include:

- **User Gaps:** Explain the key **problem or need** your target customers are facing.
- **Relative Advantage:** Highlight the **unique advantages** of your solution compared to existing alternatives.
- **Customer Targets:** Identify the **specific customer groups** or users you are focusing on.
- **Main Product Features:** Briefly describe the **most important features** of your product or service and how they address the problem.

3. Ensure Clarity:

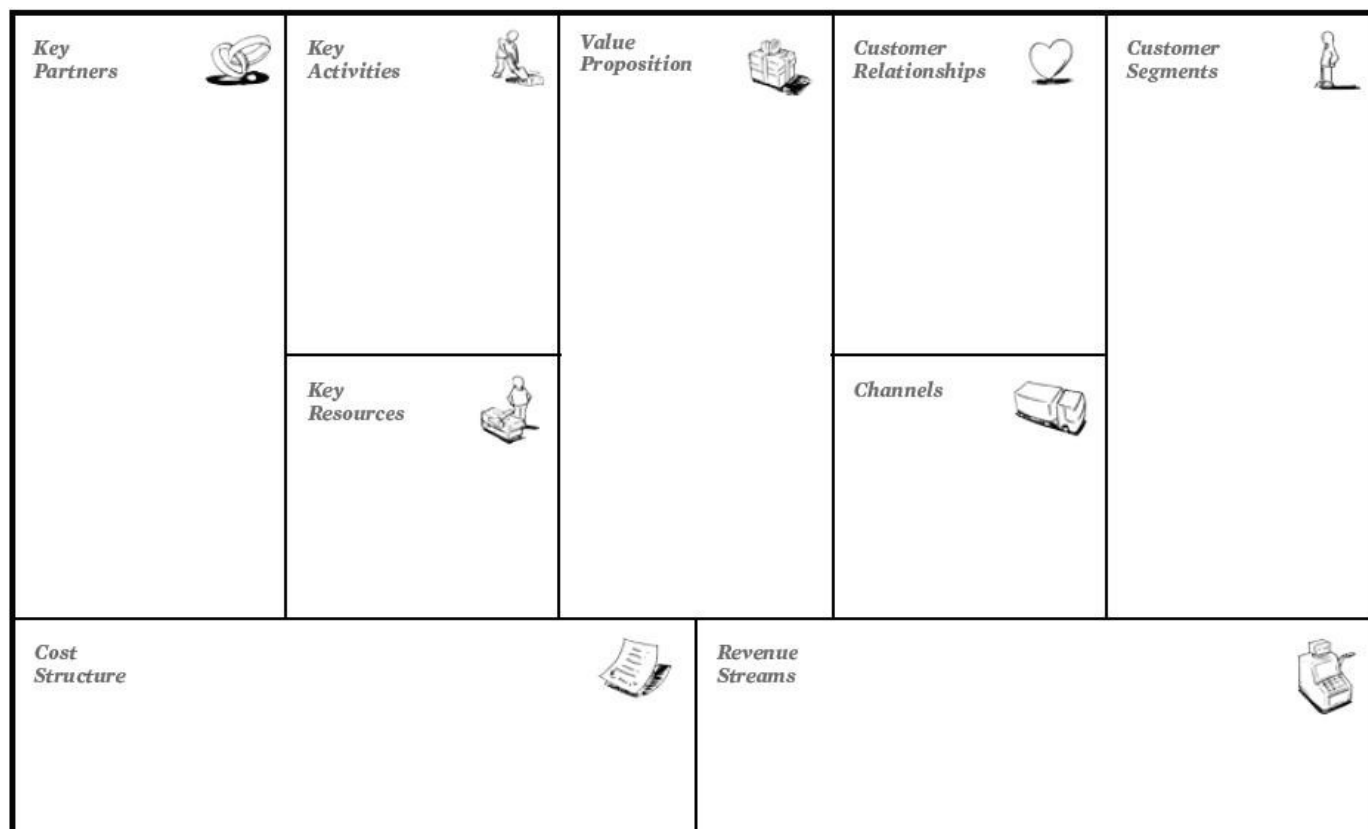
- Be confident, speak clearly, and avoid overly technical language.
- Use visuals or sketches if needed, but keep the video simple and focused.

4. Upload Your Video:

- Once your video is ready, **upload** it as instructed. Ensure the video is no longer than **1 minute**.

DAY 4

19- Business model



19.1.

Customer segments

It defines the different groups of people and organizations you aim to reach and serve.

Main questions :

For whom are you creating value?

Who are your most important customers?

Customers groups represent separate segments if:

Their needs require and justify a distinct offer

They are reached through different distribution channels

They require different types of relationships

They have substantially different profitabilities

They are willing to pay for different aspects of the offer

19.2.

Value propositions

It describes the bundle of products and services that create value for specific customer segment.

Some value propositions may be innovative, some maybe similar to existing market offers, but with added attributes.

Examples: design/accessibility/price/risk reduction etc.

Main questions:

What value do you deliver to the customer?

Which one of your customer's problem are you helping to solve?

Which customer needs are you satisfying?

What bundles of products and services are you offering to each customer segment ?

19.3. Channels

Main questions:

- *Through which channels do your customer segments can be reached?*
- *How can you reach them now?*
- *What could be the possible channels ?*
- *What could be the most cost-efficient ways to reach your customers?*

19.4.

Customer Relationships

It describes the types of relationships a company establishes with specific customer segments

Three types of motivations:

- Customer acquisition

- Customer retention

- Boosting sales (upselling)

Examples: personal assistances/self-service/communities etc.

Main questions:

- What type of relationship does each of your customer segments expect you to establish and maintain with them?*

- Which ones have you established?*

- How costly are they?*

19.5.

Revenue streams

It represents the cash a company generates from each customer segment.

Two types:

- Transaction revenues resulting from one-time customer payment

- Recurring revenues from ongoing payments to either deliver a value proposition to customers or provide post-purchasing customer support

Examples: lending/licensing/subscription fees

Main questions:

- For what value are your customers really willing to pay?*

- For what they currently pay?*

- How are they currently paying?*

- How would they prefer to pay?*

19.6.

Key resources

It describes the most important assets required to make a business model work

Main questions:

What key resources do your value propositions require?

Your distribution channels? Customer relationships? Revenue streams?

Types:

Physical

Intellectual

Human

Financial

They can be owned or leased by the company or acquired from key partners.

19.7.

Key activities

- It describes the most important things a company must do to make its business model work.
- Main questions
 - *What key activities do your value propositions require?*
 - *Your distribution channels? Customer relationships?*
 - *Revenue streams?*
- Types:
 - Production (designing, making, delivering)
 - Problem solving (consultancy, hospital, service organization)
 - Platform/network (software, interface, brand : ebay)

19.8.

Key partnerships

It describes the network of suppliers and partners that make the business model work

Main questions:

Who are your key partners?

Who are your key suppliers?

Which key resources are you acquiring from partners?

Which key activities do partners perform?

3 types of motivations for creating partnerships:

Optimization and economy of scale

Reduction of risk and uncertainty

Acquisition of particular resources and activities

19.9.

Cost structure

It describes all costs incurred to operate a business model

Main questions:

What are the most important cost inherent in your business model?

Which key resources are most expensive?

Which key activities are most expensive?

Cost structure can be:

Cost-driven (low price)

Value-driven (premium, personalized service etc.)

20-

Market size

Calculate the potential market size for your product or service by estimating the number of potential customers or sales.

Instructions:

1. Define Your Target Market:

- **Identify the customer segment** you are targeting (e.g., age group, income level, industry, location).
- Specify the **geographic area** where your product or service will be available (e.g., local, national, global).

2. Gather Data:

- Use **reliable sources** (e.g., market research reports, government statistics, industry publications) to gather relevant data on the potential customer base.
- Consider factors like population size, market penetration rates, and customer behavior trends.

3. Make Assumptions:

- Clearly document the **assumptions** used in your analysis. For example:
 - What percentage of the population is likely to use your solution?
 - How many times per year would a customer purchase or use your service?
 - What is the average price point of your product or service?

4. Calculate Market Size:

- **Estimate the number of potential customers/users** based on your assumptions.
- Multiply the estimated number of users by the **expected usage or purchase frequency** and the **price** of your product or service to calculate potential **market sales**.

5. Present Your Findings:

- Summarize your estimated market size in a clear and concise manner.
- Use visuals like charts or tables to represent your data if helpful.

21- Online Store

Design and showcase a professional online store or landing page that effectively presents your product concept to potential customers.

1. Choose a Platform:

- Use a **website builder** such as [Wix](#), Squarespace, or WordPress to create your site.

2. Define Your Site's Main Goal:

- Clearly communicate your **concept** and the **problem** it solves.
- The main message should be **instantly understandable** to visitors.

3. User Experience (UX) Matters:

- **Simplify navigation:** Condense your menu, reduce clutter, and ensure easy access to information.
- **Make your text readable:** Use concise, easy-to-understand language with large, bold fonts.
- Use **big, bold images** to capture attention and enhance the visual appeal.

4. Present Your Product Concept:

1. **Explain the usage:** Show how your solution fits into the customer's life and solves a specific problem.
2. **Marketing details:** Include pricing, purchasing channels, and distribution methods.
3. **Technical specifics:** Provide dimensions, technology details, and other specifications

5. Include Visuals:

1. **Illustrate your concept** with **videos, photos, sketches**, to give visitors a clear understanding of your product.
2. Ensure your visuals align with your overall branding and marketing message.

6. Copyright Compliance:

1. Use **open-source images** or create original content to avoid copyright issues.
2. Provide proper attribution for any media you use.

DAY 5

22- Upload Your Team Report

- Upload your final report on Moodle:
 - Pdf Version
 - 1 participant per team upload it on Moodle.
- ALSO: send it by email to your teacher.
- deadline 12:00
- Complete ChallengeME